

**Learning Link Scotland Briefing**  
on  
**The Community Learning and Development (CLD) Workforce**  
**Up-skilling Programme**

**Summary**

During the period of 2009 – 2011 the Scottish Government are investing £4million towards the 'Growing Excellence: a Programme to Support the Up-skilling of the Community Learning and Development Workforce'. Planning of the programme has been informed by the Blake Stevenson Report commissioned by the Scottish Government Learning Connections.

The overall aim of the up-skilling programme sits within the context of Skills for Scotland: a lifelong strategy, to improve outcomes for individuals and communities in Scotland, through more effective and higher quality community learning and development. <sup>1</sup>

The Scottish Government has set guiding principles and has defined the CLD workforce and the target groups for the Up-skilling Programme which includes:

- 'The "CLD workforce" is defined for the purpose of the up-skilling programme as consisting of those staff whose primary work role focuses on utilising the competences for CLD, irrespective of employer.
- In supporting access to learning opportunities in 2009-11, clear priorities should be set. While recognising the vital role that volunteers play in delivering CLD, the initial programme of activity will focus on the paid CLD workforce, including their ability to effectively support volunteers'.<sup>2</sup>

£1 million will be invested in the first stage (2009-2010) of the Up-skilling Programme and managed by Lifelong Learning UK (LLUK). LLUK are in the process of writing to CLD Partnerships offering funding in the current financial year to create workforce development strategies and improve CPD opportunities for the CLD workforce across sectors. The grant offer letter will set out the funding criteria and will be issued on the 14<sup>th</sup> December 2009. The CLD Partnerships will have to return their form, detailing activities by the 21<sup>st</sup> December 2009. The grants will be issued by 21<sup>st</sup>– 23<sup>rd</sup> December 2009.

Other priorities for the first year of the programme will include a National Programme of Leadership and Management training opportunities with a minimum of 100 training places. This will be accessible to key delivery partners within all CLD Partnerships across Scotland. In addition, a mapping exercise of existing training opportunities and gaps in provision will be carried out across Scotland.

<sup>1</sup> Up-skilling the community learning and development (CLD) workforce. Position statement: November 2009

<sup>2</sup> GROWING EXCELLENCE: A Programme to Support the Upskilling of the Community Learning and Development Workforce, Scottish Government 2009



LLUK has appointed a programme manager, Moira Stewart, to over-see the delivery of the Up-skilling programme. Moira's contact details are: [moira.stewart@lluk.org](mailto:moira.stewart@lluk.org) or telephone 0870 756 4970.

The second Stage in 2010 – 2011 has an investment of £3 million and will see the roll-out of the programme to the CLD workforce.

As access to this opportunity is through the local CLD Partnership it will be important to be involved in developing and influencing the local strategies for workforce development and improved access to CPD. We recommend that you contact the Lead Officer of your local CLD Partnership and find out about the strategy and activities being proposed in your area.

## In Detail

### Introduction

The Scottish Government has invested in developing the community learning and development (CLD) workforce across Scotland. Resources have been identified for 2009-10 and 2010-11. Learning Connections has commissioned Lifelong Learning UK (LLUK) to manage the delivery of the first stage of the programme up until March 2010.

The Standards Council for CLD is leading work to establish a National CLD Workforce Development Strategy as a key part of the programme. A substantial portion of the £1 million investment in 2009-10 will be available to the CLD Partnerships in the 32 local authority areas to develop local strategies for workforce development and improved access to continuing professional development (CPD). Other early work includes mapping existing learning opportunities across Scotland and identifying the gaps.

### Background

The overall aim of the up-skilling programme sits within the context of *Skills for Scotland: a lifelong strategy*, to improve outcomes for individuals and communities in Scotland, through more effective and higher quality community learning and development.<sup>3</sup>

The Scottish Government and CoSLA recognise that Community Learning and Development (CLD) can play a vital role in relation to a range of national and local outcomes. They also recognise that delivering this role creates a challenging agenda for CLD and that as a result “*we must collectively make sure that those who deliver CLD (whether full-time or part-time, paid or volunteer) have the skills, attitude and confidence to deliver the best outcomes to the highest standards*”.<sup>4</sup>

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<sup>3</sup> Up-skilling the community learning and development (CLD) workforce. Position statement: November 2009

<sup>4</sup> Building on “Working and Learning Together to Build Stronger Communities”: the role of CLD in delivering change. A joint statement by the Scottish Government and CoSLA, November 2008



Blake Stevenson produced the report, *Scoping Exercise for a Programme to Up-skill the CLD Workforce: Key findings*, which informed the planning of the up-skilling programme. The report stated that the CLD workforce “requires modern, appropriate training ... to ensure the delivery of excellence”, particularly as “previous investment in CLD training has been insubstantial when compared with that of other allied professions”.<sup>5</sup>

The need to develop the CLD profession has been recognised for some time, for example the HMIE five-year review of CLD in Scotland 2007 stated “*The increasing complexity and scope of responsibilities of senior CLD staff point to the need for systematic, professionally focused and progressive opportunities for them to develop their leadership and management competencies. CLD, with the exception of adult literacies, has lagged behind other sectors in education where continuous professional development (CPD) opportunities have been put in place to support national developments. There has been a lack of national coherence in training and CPD opportunities for CLD field staff and for the part-time and voluntary staff on whom the sector relies so much.*”<sup>6</sup>

The aim is to make the investment sustainable in order to make a serious and long-term impact through developing more effective CLD practice. To do that it must be targeted on building capacity, not meeting short term needs. As outlined in the Scottish Government’s position statement from November 2008, sustainability means also building on what already exists, where possible. The presumption will therefore be that the programme will build on existing approaches and capacity, where that is in place.

### **The Priorities of the Up-skilling Programme**

The Scottish Government identified priority areas in order to raise the skills for the CLD work force, and to target resources to raise skills to facilitate learning through the use of SCQF in learning programmes, work with the most disadvantaged learners and to lead and manage in collaborative approaches.

### **The Guiding Principles of the Up-skilling Programme**

The Scottish Government has set out 19 guiding principles for the Up-skilling Programme to ensure a range of activities are included. We have highlighted a few of these for our learning community and you can find the full list in [Growing Excellence: A Programme to Support the Upskilling of the Community Learning and Development](#), Scottish Government, October 2009

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<sup>5</sup> *Scoping Exercise for a Programme to Upskill the CLD Workforce: Key findings*: a report by Blake Stevenson for Learning Connections, Scottish Government, April 2009

<sup>6</sup> Improving Scottish Education. Making a difference in Scotland’s communities. A five year review of community learning and development in Scotland 2007. HMIE



- The programme should be owned by the CLD sector.
- The “CLD workforce“ is defined for the purpose of the up-skilling programme as consisting of those staff whose primary work role focuses on utilising the competences for CLD, irrespective of employer.
- In supporting access to learning opportunities in 2009-11, clear priorities should be set. While recognising the vital role that volunteers play in delivering CLD, the initial programme of activity will focus on the paid CLD workforce, including their ability to effectively support volunteers.
- The “CLD sector” is defined for the purpose of the up-skilling programme as consisting of those organisations (including in particular employers of the CLD workforce) whose role, or a significant element of it consists of:
  - delivery of one or more of the national priorities for CLD, or
  - functions essential to the delivery of CLD
- Access to appropriate training within the new framework should be on the basis of identified need not prior qualifications. The focus should be on equipping people for their job tasks and on understanding the current working context, whether or not an initial CLD degree or other qualification is held.
- Local CLD partnerships should have a key role in the delivery of the programme, in particular in identifying needs for CPD and developing local strategies for meeting these.
- CLD partnerships should be encouraged to ensure that these local strategies build on partners’ existing CPD initiatives, staff development practices and corporate training programmes.
- The National Workforce Development Strategy and the framework for continuous learning within CLD should focus clearly and specifically on both the “CLD workforce” as defined above and those volunteering in CLD. It should recognise the needs of CLD staff at all levels, across all employers and include managers, volunteers, paid full-time, part-time and sessional staff.<sup>7</sup>

### **The Delivery Arrangements of the Up-skilling Programme**

The role of the Scottish Government in the programme is to set the strategic direction and to ensure accountability to Ministers for the investment made. Robust programme management arrangements are being established which will aim to support the development of the CLD sector’s infrastructure. The CLD Standards Council, through its Executive Committee, will provide a means for the CLD sector to input to the strategic direction of the programme, and through its CPD Committee, act as the key point of reference and advice on development and delivery.<sup>8</sup>

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<sup>7</sup> GROWING EXCELLENCE: A Programme to Support the Upskilling of the Community Learning and Development Workforce, Scottish Government 2009

<sup>8</sup> GROWING EXCELLENCE: A Programme to Support the Upskilling of the Community Learning and Development Workforce, Scottish Government 2009



## **The Outcomes of the Programme for 2009-11**

The five Outcomes for 2009-2011 are set out below. Each of these five outcomes have a range of actions which you can find in full in the document [Growing Excellence: A Programme to Support the Upskilling of the Community Learning and Development](#), Scottish Government, October 2009

Outcome 1:

A national CLD workforce development strategy is in place and supports local planning and delivery.

Outcome 2:

All CLD Partnerships have been supported to develop local strategies for workforce development and improved access to CPD for CLD practitioners across sectors.

Outcome 3:

A coherent system of CPD opportunities to support development of the CLD workforce has been established.

Outcome 4:

Resources and tools to support continuing workforce development have been created.

Outcome 5:

Evidence on the outcomes of the programme, and on the inputs, processes and outputs leading to these, has been gathered and analysed; the experience of the programme has been evaluated to inform future development, identify future needs and assess any resource requirements arising from these.<sup>9</sup>

## **Important contacts**

The Up-skilling Programme manager for LLUK: [moira.stewart@lluk.org](mailto:moira.stewart@lluk.org) or telephone 0870 756 4970.

For issues relating to the overall and longer term development of the up-skilling programme, contact [Colin Ross](#), [Cath Hamilton](#), [Edith MacQuarrie](#) or [Kim Smith](#) at Learning Connections, 0300 244 1367

The Standards Council for CLD is leading on the establishment of a national framework for workforce development. For issues relating to the Standards Council for CLD, contact [Rory MacLeod](#) or [Karen Geekie](#)

## **Sources for Further Reading**

[Growing Excellence: A Programme to Support the Upskilling of the Community Learning and Development](#), Scottish Government, October 2009

This document sets out the details of the programme to support the Upskilling of the Community Learning and Development Workforce in Scotland.

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<sup>9</sup> GROWING EXCELLENCE: A Programme to Support the Upskilling of the Community Learning and Development Workforce, Scottish Government 2009



[Scoping Exercise for a Programme to Upskill the Community Learning and Development Workforce: Key Findings.](#) A Report written by Blake Stevenson for Learning Connections, Scottish Government, April 2009

[Up-Skilling the community learning and development \(CLD\) workforce.](#) Position statement: November 2008, Scottish Government, November 2008

This position statement sets out the principles and parameters underpinning the Scottish Government's programme to support the up-skilling of the CLD workforce, and the approaches which will deliver it.

[The Competences for Community Learning and Development 2009,](#) CLD Standards Council, 2009

[Skills for Scotland](#) – A Lifelong Skills Strategy, Scottish Government, September 2007

[Building on "Working and Learning Together to Build Stronger Communities".](#)

A joint statement on community learning and development (CLD), including adult literacy and numeracy (ALN), by the Scottish Government and COSLA, November 2008

[Improving Scottish Education.](#) Making a difference in Scotland's communities

A five year review of community learning and development in Scotland, HMIE, September 2007

